

Perceived Organizational Justice, Perceived Organizational Support, and Employee Engagement in Rescue 1122 Employees

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Abstract

This research paper is aimed at investigating the relationship between Perceived Organizational Justice (POJ), Perceived Organizational Support (POS), and Employee Engagement (EE) in Rescue 1122 employees. It was hypothesized that Perceived Organizational Support was likely to mediate the relationship between Perceived Organizational Justice and Employee Engagement in Rescue 1122 employees. A sample of 75 operational rescue workers was selected from different rescue 1122 stations, with an age range of 20-40 years. Both married and unmarried employees were selected. Organizational Justice Perception Questionnaire (Niehoff & Moorman, 1993), Survey of Perceived Organizational Support (Eisenberger, et al., 1986) and Employee Engagement Scale (Saks, 2006) were used to measure Perceived Organizational Justice (POJ) Perceived Organizational Support (POS), and Employee Engagement, respectively. Correlation analysis, path analysis using AMOS, independent samples t-test, and ANOVA were carried out to analyze the data. Results revealed that there was a significant relationship between Organizational Justice (POJ), Perceived Organizational Support (POS), and Employee Engagement. Moreover, Perceived Organizational Support partially mediated the relationship between Perceived Organizational Justice and Employee Engagement in Rescue 1122 employees. Comparisons were also made on the basis of demographic variables. Implications along with limitations and suggestions are being discussed in the light of Western and Indigenous research.

Keywords: Organizational Justice, Organizational Support, Employee Engagement

2. Introduction

The present research aimed to study the association between Perceived Organizational Justice, Perceived Organizational Support, and Employee Engagement in Rescue 1122

employees. Organization's contribution and facilitation towards its employees have significant value for them. Employees who are treated well by the employer are most likely to become supportive, tends to perform

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better and are affectively committed to the organization (Aselage & Eisenberger, 2003) (Langton & Robbins, 2004). Two of the most important practices that employees value about their organization are the degree to which their organization is just and is supportive. Employees value the fair distribution of resources and procedures in the organization and, in turn, feel obligated to repay their organization in a positive manner (Cropanzano, 2001) (Eisenberger, et al., 2005). According to Social Exchange Theory, the organization and its employees act as two parties, as the caretaker and care provider (Blau, 1964). Organizational constructs, such as Perceived Organizational Justice and Support are antecedents to some very valued organizational behaviors – most important being the employee engagement. The more the employees recognize their organization as fair and caring, the more they become engaged in their job and organization (Saks, 2006). The current research investigated the relationship between these constructs; as well as the mediating role of organizational support perceived by the employees in the relationship of their perception about organizational justice and engagement in Rescue 1122 employees.

Organizational justice is the type of justice in which staff perceive workplace dealings, interactions, and outcomes to be fair, including procedures, outcomes, and interpersonal interactions in an organization (Baldwin, 2006) (Cropanzano, 2001) (Erdogan, 2002) (Wagner & Hollenbeck, 2002).

A major concern for employees, apart from justice, is the support that employees

receive from their organization which is characterized as organizational support (Randall, et al., 1999) and their perception about that support is termed as Perceived Organizational Support or POS (Eisenberger, et al., 1986). POS stems from the Organizational Support Theory or OST, which states that in order to determine the eagerness of organization to give better incentive for work effort and to consider socio-emotional needs, employees form beliefs about the organization regarding the extent to which it values their contribution and cares about their wellbeing (Rhoades & Eisenberger, 2002).

Another important organizational construct is employee commitment which is a positively engaging and satisfying work-related state of mind. It links an organization's employees to their positions at work. In engagement, employees operate and convey themselves in physical, affective, and cognitive manner when performing their organizational roles (Albrecht, 2010) (Bakker, et al., 2008) (Kahn, 1990) (Maslach, et al., 2001) (Rothbard, 2001) (Schaufeli, et al., 2002).

Social Exchange Theory or SET views that social interactions are exchanges of both concrete and intangible rewards and punishments, involving series of interactions which generates obligations (Blau, 1964) (Emerson, 1976). Thus people tend to act in ways that minimize their losses and maximize their gains, while remaining within the reciprocity and equity norms of their cultures (Matsumoto, 2009). Focusing the present research on this theory, employees perceive the fairness in rewards they receive, the processes

they go through, the way they are dealt with, and the extent to which their organization is supportive; and are finally liable to perform their jobs in a manner through which they can respond with justice and support to their organization in terms of showing engagement in the organization and their jobs. Hence, perceiving more justice and support tends to engage employees more in their jobs and the organizations.

A growing body of literature suggests that there are strong relationships of perceived organizational justice and perceived organizational support, with employee engagement and other related constructs such as job satisfaction, organizational citizenship behavior or OCB, organizational commitment, job involvement, and affective commitment or AC of employees (Aslam, et al., 2012) (Bakhshi, et al., 2009) (Elamin & Alomaim, 2011) (Golparvar & Javadian, 2012) (Ince & Gul, 2011) (Iqbal, 2013) (Murtaza, et al., 2011) (O'Driscoll & Randall, 2007) (Rauf, 2010) (Settoon, et al., 1996) (Shuck, 2010) (Syaebani & Sobri, 2011).

(Moorman, et al., 1998) tested a rationalization of procedural justice, and organizational citizenship behavior or OCB. (Saks, 2006) investigated the previous circumstances and consequences of employee commitment on the basis of Social Exchange Theory. (Teofisto, 2010) looked into the association between employee engagement and the two exogenous variables of rewards factor and perceived organizational support.

2.1. Rationale

A major contribution towards the pros-

perity and success of an organization is the attainment of a workforce that is highly engrossed in their work tasks and shows commitment towards the organization as well. Employee engagement is a critical element in achieving sustained organizational success. Organizations are concerned about the level of cognitive and affective engagement of its employees so as to maximize its performance and production (Inceoglu & Fleck, 2010). To engender such organizational behaviors, organizations have to play their part of the role, to which the employees are very critical. Employees very actively attend to the justice in their organization (Moorman, 1991) and whether the organization be concerned about their welfare (Eisenberger, et al., 1986); and these factors become more crucial in emergency services employees (Ghorbanian, et al., 2012). Employees tend to be more engaged in their work and organization if they believe that their organization is fair with them in rewards and procedures, and provides support (Allen, et al., 2003) (Saks, 2006). Therefore, current research sought to examine how Rescue 1122 employees perceived justice and support from their organization and if these constructs influence their level of engagement.

2.2. Aims & Objectives

Following are the aims and objectives underlying the present research:

1. To postulate new combinations of Perception about Organizational Justice and Organizational Support that are related to high engagement of Rescue 1122 employees
2. To describe how Perceived Organization-

al Support influences Employee Engagement and mediates the connection between Perceived Organizational Justice and Employee Engagement in Rescue 1122 employees

ing employees only from the Operations Department, with an age range of 20 – 40 years and with education of up to matriculation, and having job duration of at least 1 year in Rescue 1122.

2.3. Hypotheses

- HA: Perception about support from the organization is likely to mediate the association between perception about organizational justice and employee engagement in Rescue 1122 employees
- HB: Perceived organizational justice is likely to have an association with engagement of the employee in Rescue 1122 employees
- HC: There is likely to be an association between perception of organizational justice and organizational support in Rescue 1122 employees
- HD: Organizational support is expected to have a relationship with employee engagement in Rescue 1122 employees
- HE: Perceived organizational justice is likely to predict employee engagement in Rescue 1122 employees
- HF: Perceived organizational justice is likely to predict organizational support in Rescue 1122 employees
- HG: Perceived organizational support is likely to predict employee engagement in Rescue 1122 employees

3. Method

3.1. Sample

The sample consisted of 75 operational employees from Rescue 1122, with an age range of 20-40 years. The sample was selected using purposive random sampling includ-

3.2. Assessment Measures

3.2.1. Demographic Questionnaire

To attain demographic information of the participants, a demographic questionnaire, devised by the researcher, was used. This questionnaire consisted of 24 items that requested information regarding the (1) age, (2) education, (3) family, (4) income, (5) work experience, (6) status of current job, (7) trainings, and (8) residence of the participants.

3.2.2. Organizational Justice Perceptions Questionnaire

Organizational Justice Perceptions Questionnaire, developed by (Niehoff & Moorman, 1993) was used to measure perceived organizational support. The scale consists of three subscales: Distributive justice, Procedural justice and Interactional justice. Reliabilities of all the three dimensions is above .90, and all items use a seven-point Likert format, with 1 = strongly disagree and 7 = strongly agree. Translation of the scale was done by using standard method.

3.2.3. Perceived Organizational Support Questionnaire

36-item Survey of Perceived Organizational Support (SPOS) was developed by (Eisenberger, et al., 1986). Each item on the scale is rated on a seven point Likert-scale with anchors 1-Strongly disagree to 7-strongly

agree. The Cronbach alpha of 36-item SPOS is 0.97. Translation of the scale was done by using standard method.

3.2.4. Employee Engagement Scale

The scale developed by (Saks, 2006) is called Employee Engagement Scale. Each item is rated on a five point Likert-scale with anchors 1-strongly disagree to 5- strongly agree. The value of Cronbach alpha for individual is 0.82 and that for organization engagement scale is 0.93. Translation of the scale was done by using standard method.

3.2.5. Procedure for Data Collection

To develop a cognitive access to the relevant population, the authors' Institution – the Institute of Applied Psychology sought written permission from the authorities of Rescue 1122. The access was formally granted and questionnaires were distributed amongst the sampled participants. Participants signed the consent forms that explained their rights, that the information they provided would be kept confidential and they had the right to quit participation at any time. After getting consent from participants, they filled the questionnaires and were requested to give authentic information as their information would not be shared with anyone. Moreover, the participants were also guided whenever they faced any problem in filling the questionnaires. After the data collection, the authorities were humbly thanked and acknowledged for their cooperation and collaboration.

3.2.6. Ethical Considerations

While conducting the research, following

ethical considerations were followed:

1. Permission was sought from the authorities of Institute of Applied Psychology and Rescue 1122 for conducting the research
2. Nature of the study was explained to the authorities of Rescue 1122 before data collection
3. The participants signed consent forms
4. The participants were ensured that the information required from them would be kept confidential and would not be shared with anyone who was not directly involved in the research
5. Participants and the authority of Rescue 1122 were thanked and acknowledged for their cooperation

4. Results

Table 1

Descriptive Statistics of the variables

Variable	M (SD)	Min	Max	α
DJ	8.37 (2.77)	5	17	.65
PJ	9.79 (2.80)	6	19	.61
IJ	14 (3.30)	9	24	.64
POS	76.15 (21.57)	39	156	.94
JE	22.59 (2.22)	18	25	.66
OE	23.37 (3.68)	18	30	.84

Note: Min=Minimum, Max=Maximum, α =Reliability Coefficient, DJ=Distributive Justice, PJ=Procedural Justice, IJ=Interactional Justice, POS=Perceived Organizational Support, JE=Job Engagement, OE=Organization Engagement.

Table 2

Intercorrelations, Means, and Standard Deviations of the variables

Variable	1	2	3	4	5	6	M	SD
1. DJ	-	.42**	.40**	.24*	.26*	.09*	8.37	2.77
2. PJ		-	.61**	.34**	.31**	.27*	9.79	2.80
3. IJ			-	.41**	.36**	.38**	14	3.30
4. POS				-	.36**	.08	71.48	21.90
5. JE					-	.37**	23.29	1.77
6. OE						-	25.96	2.65

Note: DJ=Distributive Justice, PJ=Procedural Justice, IJ=Interactional Justice, POS=Perceived Organizational Support, JE= Job Engagement, OE=Organization Engagement. *p < .05, **p < .01

Results of the correlation analysis, in Table 2, show a significant positive correlation of different subscales of the organizational justice with job and organization engagement in Rescue 1122 employees. These results are in harmony with the proposed hypothesis that there is likely to be a relationship between Perceived Organizational Justice and Employee Engagement in Rescue 1122 employees. Relationship between perception about organizational justice and organizational support was investigated and the results determined that distributive justice, procedural justice, and interactional justice had significant positive correlation with the perceived organizational support. Thus, the hypothesis was approved. Another proposition was that perceived organizational support and employee engagement had significant relationship. The correlation analysis exhibited that perceived organizational support had a significant positive correlation with job engagement and an insignificant correlation with

organization engagement. Therefore, the hypothesis has been proved in terms of perceived organizational support and job engagement only.

In the Model 1, variables of Distributive, Procedural, and Interactional Justice were added as exogenous (independent) variables; whereas, Perceived Organizational Support (POS), Job Engagement, and Organization Engagement were included as endogenous variables, specifying POS as mediator, and Job and Organization Engagement as outcome variables. Structural Equation Modeling was carried out to estimate Model 1 fit presented in Table 3.

Table 3

Fit Indices for Perceived Organizational Justice, Perceived Organizational Support, and Employee Engagement

Model	χ^2	P	df	CFI	TLI	RMSEA
						(90% CI)
1. Initial Model	26.09	.00	7	.79	.54	.19
e2 e3	15.35	.02	6	.90	.74	.15
IJ \square OE	7.36	.20	5	.97	.92	.80
IJ \square JE	2.62	.62	4	1.00	1.00	.00

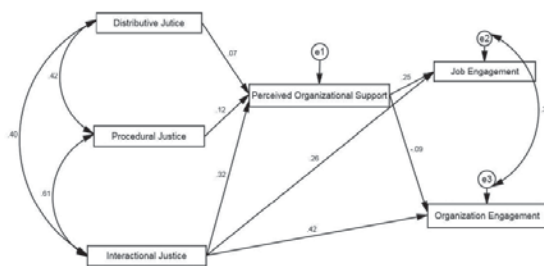
Note: IJ=Interactional Justice; OE=Organization Engagement; JE=Job Engagement; N=75, All change in chi square values are computed relative to model, $\chi^2 > .05$. CFI=Comparative Fit Index; TLI=Tucker-Lewis Index; RMSEA=Root Mean Square of Error Approximation; CI=Confidence Interval.

The findings indicated the relationship between perception about the justice done in an organizational and the engagement of the employee is partially mediated by perceived

support by the organizational. Shown in Table 3 is the partial mediation model $\chi^2 (4, N=75) = 2.62, p=.62$. The fit indices provided an indication of good fit of the data with the tested model. The paths of the model were based on results of the correlation analysis between Perceived Organizational Justice (categorically), Perceived Organizational Support, and Employee Engagement (categorically).

Figure 1

Empirical Results from a Multivariate Model Representing Standardized Regression Coefficients



Note: A multivariate model. The residual variance components (error variances) indicate the amount of unexplained variance. Thus, for each observed variable, $R = (1 - \text{error variance})$.

Following inferences can be sketched out from Figure 1. The model indicated partial mediation with first path exhibiting that high scores on interactional justice ascertain high scores on perceived organizational support that in turn leads to high scores on job engagement. Direct links between the variables were also found to be significant, as interactional justice was a significant predictor of both job and organization engagement. Con-

sequently, perceived organizational support emerged as a significant meditational variable that set up the path between interactional justice and job engagement in Rescue 1122 employees.

5. Discussion

Among the very vital concerns of employees of an organization are the perceptions of fairness and justice on the part of the organization. Employees critically view their organization in terms of the decisions that are made, incentives and rewards distributed, and the way employees are guided through a set of procedures and decisions (Cropanzano, 2001) (Greenberg, 1993). Moreover, the employees do not view the support from their managers and supervisors apart from their organization. They tend to attribute favors to their organization as a whole, thereby, personifying the organization (Eisenberger, et al., 2001). Such perceptions of an employee about his or her organization very strongly influence the cognitive, affective, and behavioral components that are associated with the role performance of the employee (Saks, 2006). Thus, Perceived Organizational Justice and Perceived Organizational Support are strong determinants of the extent to which the employees are engaged in their job and organization. Several researches have provided sufficient evidence for the relationship between perceived organizational justice, perceived organizational support, and employee engagement, all of which follow theoretically predicted pathways. The current represents an attempt to synthesize these findings into a test of an overall model of the relationship between perception of the employee about

Organizational Justice, and Organizational Support, and their engagement in Rescue 1122 employees. The study deals with the proposition that basically reflects perceived organizational support acting as a mediator and describing the relationship between the variables under study. Correlation, prediction, and mediation hypotheses have been proposed and analyzed. Demographic variables were also analyzed to bring any further explanations of the study variables to light.

It was hypothesized that there was likely to be a relationship between Perceived Organizational Justice and Employee Engagement in Rescue 1122 employees. Results showed that there was a significant relationship between all of the three dimensions of Perceived Organizational Justice and Job and Organization Engagement. So, the hypothesis was accepted. Previous literature is in accordance with the results of the study. (Aslam, et al., 2012) and (Murtaza, et al., 2011) suggested that there was a significant relationship between perceived organizational justice and job satisfaction; (Syaebani & Sobri, 2011) also concluded that perceived organizational justice had significant relationship with employee engagement. (Ali & Jan, 2012) maintained in their research that justice perceptions had significant relationship of employees' commitment to their organization.

Another proposition was that a significant relationship existed between perceived organizational support and employee engagement in Rescue 1122 employees. This hypothesis was supported by the results as perceived organizational support had a significant posi-

tive correlation with job engagement, but an insignificant relationship with engagement in the organization. Previous researches also support the findings. (Miao, 2012) recommended through the findings of his research that perceived organizational support had positive correlations with job satisfaction. (Ducharme & Martin, 2000) found out that social support in the workplace is significantly related to satisfaction at work. Moreover, (Saks, 2006) also maintained that perceived organizational support was significantly related to employee engagement.

It was also hypothesized that perceived organizational justice had a significant relationship with perceived organizational support. Results revealed that distributive procedural and interactional justice had a significant relationship with perceived organizational support in Rescue 1122 employees. (Fasolo, 1995) and (Masterson, et al., 2000) concluded in their investigations that fairness and justice of the organization are strongly related to the perceived organizational support in the employees.

Meditational analysis was initiated by a series of prediction analyses. It was hypothesized that perceived organizational justice and perceived organizational support were likely to predict employee engagement. Results showed that among the three dimensions of perceived organizational justice, interactional justice was a strong predictor of both job and organization engagement. This finding is validated by the previous literature. Research evidence shows that Interactional Justice has a strong impact on the level of satisfac-

tion of employees in an organization (Iqbal, 2013) (Rauf, 2010) (Usmani & Jamal, 2013). Moreover, (Fischer & Smith, 2006) concluded that organizational justice has strong prediction for affective commitment of employees. (Bakhshi, et al., 2009) suggested that organizational justice is a predictor of both job satisfaction and organizational commitment. Moreover, (Ybema, 2008) put forward from an investigation that employees feeling that their organization is unfair are more prone to burnout and may lead to poor job satisfaction. The other two dimensions of justice were insignificant predictor of employee engagement. A probable reason for this could be that employees tend to value interactional justice more than distributive justice and procedural justice. This can be inferred by the study of (Usmani & Jamal, 2013), who argued that among the five types of perceived organizational justice, job satisfaction was significantly related to interactional justice and temporal justice.

Another proposition was that perceived organizational support was likely to predict employee engagement. This hypothesis was accepted as the results revealed significant prediction of job engagement from organizational support. This finding is supported by the previous literature. (Rhoades, et al., 2001) inferred from the findings of their three studies that perceived organizational support was a significant predictor of affective commitment. (Kralj & Solnet, 2011) argued in their research that the influence of organizational support is quite strong on the engagement of employees towards their job and organization. (Shore & Wayne, 1993) sug-

gested that Organizational Support creates feelings of obligations in the employees that contribute to their affective commitment to their work. It is also seen that if employees get less supervisory support they are more inclined to job stress and low job satisfaction (McGilton, et al., 2007). Moreover, (Brough & Pears, 2004) maintained that perceived organizational support is related to the workplace well-being of employees.

It was also proposed that Organizational Justice was a significant predictor of Organizational Support. Results proved the hypothesis in terms of interactional justice and perceived organizational support. (Kraimer, et al., 2011) suggested that one of the very important antecedents of perceived organizational support was fairness at workplace. (Abd Ghani & Hussin, 2009) second the results that if the employees have access to the information and get fair opportunities to learn and develop, they are more likely to perceive their organization as supportive. Thus, the research suggests interactional justice as an antecedent to perceived organizational support.

Role of perceived organizational support as a mediator in the relationship between perceived organizational justice and employee engagement was also investigated. It was hypothesized that perceived organizational support was likely to mediate the relationship between perceived organizational justice and employee engagement in Rescue 1122 employees. Results revealed that perceived organizational support mediated the relationship between interactional justice and

job engagement. This is validated by previous research evidences. (Noruzy, et al., 2011) concluded in their research that perceived organizational support had a significant mediational role in the relationship between perceived organizational justice and organizational citizenship behavior. (Moorman, et al., 1998) argued that Perceived Organizational Support mediated the relationship between Perceived Organizational Justice and organizational citizenship behavior. (Simons & Roberson, 2003) findings support the findings of current research that perceived organizational support mediates the relationship between interactional justice and work engagement of employees. One possible explanation of the exclusion of other dimensions of Perceived Organizational Justice and Organization Engagement could be taken from the general observation of the Rescue 1122 employees that they value respect from their organization more than the rewards that they receive and also the processes through which they are rewarded. Moreover, employees might have some other critical concerns about their organization because of which perceived organizational support did not predict organization engagement.

5. Limitations and Suggestions

Following are the limitations of this research and some suggestions for the future researches on this topic:

1. The sample size was considerably small, which may limit the external validity of the study. A larger sample size may be used in the future researches for more reliable results.

2. Assessment measures were a translated version of foreign scales. Indigenous assessment measures can lead to more valid and reliable results.

6. Implications

The current research has strong implications in the workplace settings and emergency service organizations such as Rescue 1122:

1. The findings of the research can serve as platform for the awareness of important antecedents of employee engagement, that is, perceived organizational justice and perceived organizational support.
2. Organizations, especially emergency services organizations, can inculcate the rules of fairness and support for better and improved engagement of their employees, thereby, enhancing their productivity.

7. Conclusion

In a nutshell, the study gave the results that Organizational Justice, Organizational Support, and Employee Engagement in Rescue 1122 employees are significantly related to each other. Both dimensions of engagement of the employee are directly predicted by sub scales of the organizational justice. The research also gave the evidence of the partial mediation of the role of the perception of the employees about the support provided by their organization in the relationship between how they perceive the justice done in their organization and also their engagement in their work.

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